

Our Contributors



Dr. Stephen L. McFarland (MA and PhD, University of Texas) is a professor of history at Auburn University (Ala.). Formerly a visiting professor at Air War College, Maxwell AFB, Alabama, Dr. McFarland has written several books, including *To Command the Sky: The Battle for Air Superiority over Germany, 1942-1944* (1991, with Wesley Phillips Newton); *America's Pursuit of Precision Bombing, 1910-1945* (1995); and *A Concise History of the United States Air Force* (forthcoming).



Dr. Don M. Snider (MS, University of Wisconsin; PhD, University of Maryland) holds the Olin Chair of National Security Studies at the US Military Academy. During his career in the Army, he served as an infantryman for three combat tours in Vietnam; chief of plans for Theater Army in Europe; joint planner for the Army chief of staff; Federal Executive Fellow at the Brookings Institution; and director of defense policy for the National Security Council. He also served in the Office of the Chairman, Joint Chiefs of Staff. In 1990 he retired at the rank of colonel. After retirement, he joined the Center for Strategic and International Studies as military analyst and director of political-military research. Dr. Snider has published in *Survival*, *Washington Quarterly*, *Command*, and *Parameters*, and is coauthor of *Desert Storm: The Gulf War and What We Learned* (1992), and coeditor of *US Civil-Military Relations: Transition or Crisis* (1995).



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Lt Col Terry L. New (USFA; MS, US Army General Command and Staff College) is assistant chief of staff, Exercise Division, Sixth Allied Tactical Air Force, in Izmir, Turkey. Previous assignments include commander, 512th FS, Ramstein AB, Germany; and instructor, F-16 FWS, Nellis AFB, Nevada. He also served on the Air Staff. Colonel New is a graduate of the Air War College and in 1991 published an article in *Air Force Times* on airpower as a decisive combat arm.



Steven H. Kenney (BA, University of California at Santa Cruz; MS, Columbia University) is a policy analyst with Science Applications International Corporation (SAIC) in Washington, D.C. He has developed and analyzed policy for the Defense Nuclear Agency and for the assistant to the secretary of defense (atomic energy) in the areas of arms control, nonproliferation, and counterproliferation, as well as nuclear weapon safety, security, and survivability. He is currently involved in a long-term study on the revolution in military affairs (RMA) for the director of net assessment in the Office of the Secretary of Defense. Mr. Kenney's efforts as part of this program include designing and overseeing the execution of futuristic tactical, operational, and strategic-level war games and seminars for the US Army deputy chief of staff (operations and plans), and conducting a study of potential future biotechnology applications for the US Army Research Laboratory.



Richard Szafranski (BA, Florida State University; MA, Central Michigan University) retired from the Air Force as a colonel in 1996 to join the strategic planning and advising firm Toffler Associates, created by Alvin and Heidi Toffler. He was the first holder of the Chair for National Military Strategy at the Air War College, Maxwell AFB, Alabama. Colonel Szafranski's duties included staff positions in the headquarters of Strategic Air Command,

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